

## On Strategy II

A Critical Analysis  
of the Gulf War

By  
COL Harry G. Summers, Jr. (Ret)

Dell Publishing Co., 1992  
294 pages, \$4.99 (PB)

Primarily an analysis of the 1990-91 Gulf War, this book also draws heavily on the Vietnam War experience. COL Summers takes the reader through the evolution in strategic thought from the Vietnam War to the Gulf War. He makes it clear that the change in strategic thought contributed significantly to the Gulf War success.

COL Summers uses Clausewitz (*On War*) and the *Principles of War* as his analytical framework. He begins by supporting and expanding on Clausewitz's "Remarkable Trinity," making it clear why domestic support is essential to any war-time effort. In this light we see GEN Abrams' total force Army as an active decision to gain public support for any future conflicts. The required force structure for the Gulf War validated this concept in that the whole nation had to become involved.

Summers then uses Clausewitz to emphasize that war is not an isolated

phenomena without cost. The purpose of war is not seen as an end in itself but determined by the political objective. It's with the objective in mind that the price of war is determined. Gradual escalation at increased costs was further discredited. Thus, President Bush had to describe success to the American public in specific detail and at specific costs.

Summers' analysis and argument also demonstrate a shift in doctrinal thinking. He shows us a clear difference between preparation for war and the execution of war.

He finishes this book by thoroughly

applying the *Principles of War* in light of Cold War and post-Cold War strategy.

He shows us the shift from strategic defense (containment) to strategic offense (assurance). Finally free of Cold War constraints, we see the U.S. willing and capable of leading a coalition force.

*On Strategy II* is a rich source of material about the development of the Army and other services since Vietnam. I believe it's a must-read book for professional and individual development and especially for Vietnam veterans. ■

SGM Miguel A. Zamudio

## The Great Battles of Antiquity

A Strategic and Tactical  
Guide to Great Battles  
that Shaped the  
Development of War

By  
Richard A. Gabriel &  
Donald W. Boose Jr.

Greenwood Press: Westport, CT, 1994  
744 pages, \$95.00 (HB)

NCOs are encouraged to undertake a program of reading, but it's often difficult to select books significant enough to add to one's professional library. *The Great Battles of Antiquity* is one of those that qualifies.

Gabriel and Boose are on the faculty

of the U.S. Army War College, which allowed them to use the experience of their students in the preparation of this extensive study. The perspective of their Army officer students provides an analysis of ancient battles in terms of the current strategic and tactical approach to the operational problem.

Thirty-one wars, campaigns or battles—ranging from Megiddo (a site referred to in the Bible as Armageddon), fought in 1479 B.C., to the fall of Constantinople, 1453 A.D.—are examined in detail.

The book demonstrates that without an understanding of the battles of the past, a professional soldier cannot adequately understand the campaigns developing for tomorrow. If the reader intends to purchase only one military book this year, this should be the one. ■

MSG Joseph F. Connolly, II

## Code of Honor

By  
Harold Coyle

Pocket Books, 1995  
432 pages, \$6.50, (PB)

In keeping with Harold Coyle's tradition of novels dealing with global military action, *Code of Honor* surpasses his other works. If you enjoy Coyle's style, you'll find this book worth reading.

The book is based on the United States' commitment to provide military assistance to Colombia, South America, after an aborted military coup. While concentrating on the activities of the 11th Air Assault Division in country, the book also focuses on the conflict between duty and honor by emphasizing personal suffering and trials of indi-

viduals on the ground.

The 11th's mission is to protect the existing government from revolutionaries and inflict major damage on the drug cartel—minor considerations compared to the internal conflict the division is experiencing. The book brings to light the realization that military protocol is not always morally correct.

The author draws an interesting parallel between the fictional mission in South America and the fall of Saigon in 1975.

MSG Ernesto Mondragon

# INDEX:

## The NCO Journal

From Spring 1991 thru Fall 1994

By Topics & Authors: Book Reviews, Training, Leading, Caring, History, Maintaining, Professional Development, Current Events, Miscellaneous

## BOOK REVIEWS

McDonough, LTC James R., *The Defense of Hill 781*. Reviewed By: COL Fredrick Van Horn, Spring 1991: 24

Graham, Don, *No Name on the Bullet: A Biography of Audie Murphy*. Reviewed By: Marijean Murray, Spring 1991: 24

Stockdale, James Bond and Sybil B., *In Love and War*. Reviewed By: MSG Jeffery J. Mellinger, Summer 1991: 22

Sasson, Jean, *The Rape of Kuwait*. Reviewed By: MSG David A. Perschbacher, Summer 1991: 22

Cockburn, Andrew, *The Threat Inside the Soviet Machine*. Reviewed By: MSG Alex J. Skinner, Summer 1991: 22

Nye, COL(Ret) Roger H., *The Challenge of Command Reading for Military Excellence*. Reviewed By: MSG William C. Lawrence, Fall 1991: 22

Meyer, John G. Jr., *Company Command: The Bottom Line*. Reviewed By: SGM Bill Lopez, Fall 1991: 22

Roberts, Wes, *Leadership Secrets of Attila the Hun*. Reviewed By: MSG James M. Paige, Fall 1991: 22

Tourison, Sedgwick Jr., *Talking With Victor Charlie: An Interrogator's Story*. Reviewed By: SGM Roy T. Akiyama, Spring 1992: 24

Jensen-Stevenson, Monica, *Kiss the Boys Goodbye*. Reviewed By: MSG Charles R. Carter, Spring 1992: 24

Summers, COL(Ret.) Harry Jr., *On Strategy II: A Critical Analysis of the Gulf War*. Reviewed By: MSG Felix L. Santiago, Spring 1992: 24

Drucker, Peter F., *The Effective Executive*. Reviewed By: SGM Gerald L. Asher, Summer 1992: 24

Lewis, Jon S., *The Mammoth Book of True War Stories*. Reviewed By: MSG Ashley C. Davis, Summer 1992: 24

Ettinger, A.M. and A.C., *A Doughboy with the Fighting 69th*. Reviewed By: MSG Greg A. Simpson, Summer 1992: 24

Peters, Tom and Austin, Nancy, *A Passion for Excellence: The Leadership Difference*. Reviewed By: SSG Eddie Lapsley, Fall 1992: 24

Webb, Susan L., *Step Forward: Sexual Harassment in the Workplace. What You Need to Know!* Reviewed By: COL Fredrick Van Horn, Fall 1992: 24

Carr, David K. and Littman, Ian D., *Excellence in Government: Total Quality Management in the 1990's*. Reviewed By: Mike Sands, Fall 1992: 24

Fehrenbach, TR., *This Kind of War*. Reviewed By: MSG Gil High, Winter 1992: 24

Briggs, 1LT Clarence E. III, *Operation Just Cause: A Soldier's Eyewitness Account*. Reviewed By: SGM Bill Lopez, Winter 1992: 24

Miller, CSM Franklin D., *Reflections of a Warrior*. Reviewed By: SGM Steven A. Tew, Winter 1992: 24

Shulman, Seth, *The Threat at Home*. Reviewed By: SGM Dan Hubbard, Spring 1993: 24

Moore-Ede, Martin, *The Twenty Four Hour Society*. Reviewed By: COL Fredrick Van Horn, Spring 1993: 24

Gallagher, CSM (Ret.) James J., *Low Intensity Conflict*. Reviewed By: SFC Bill Horner, Spring 1993: 24

Norman, Geoffrey, *Bouncing Back: How a Heroic Band of POW's Survived Vietnam*. Reviewed By: MSG James M. Dalen, Summer 1993: 24

Currey, Cecil B., *Follow Me and Die: The Destruction of an American Division in World War II*. Reviewed By: MSG Steven L. Crawford, Summer 1993: 24

Edwards, MAJ (Ret.) John, *Combat Service Support Guide*. Reviewed By: SFC Bill Horner, Summer 1993: 24

Friedman, Norman, *Desert Victory: The War for Kuwait*. Reviewed By: MSG Greg Simpson, Fall 1993: 28

Martin, Mike and Valentine, McDonald, *The Black Tigers*. Reviewed By: CSM (Ret.) Mike Martin, Fall 1993: 28

TRADOC, *Leadership and Command on the Battlefield*, Vol 1 and 2. Reviewed By: MSG Jeffery W. Cropley, Fall 1993: 28

Billac, Pete, *The Last Medal of Honor*. Reviewed By: MSG Ashley C. Davis, Winter 1992, Vol 3 No 1: 24

Crawford, C.S., *The Four Desuces*. Reviewed By: MSG James M. Dalen, Winter 1992, Vol 3 No 1: 24

Ramsey, Edwin P. and Rivele, Stephen J., *Lieutenant Ramsey's War*. Reviewed By: MSG James H. Clifford, Winter 1992, Vol 3 No 1: 24

Moore, LTG(Ret.) Harold and Galloway, Joseph L., *We Were Soldiers Once...And Young*. Reviewed By: MSG James H. Clifford, Winter 93-94: 24

Ambrose, Stephen E., *Band of Brothers*. Reviewed By: SSG Timothy J. Marcus, Winter 93-94: 24

Emilio, Luis F., *Brave Black Regiment*. Reviewed By: MSG Johnny Troutman, Winter 93-94: 24

Owens, SGM Bobby, *The Diamond*. Reviewed By: 1SG Daryl Kinman, Spring 94: 24

Inciardi, James A., *The War on Drugs: Heroin, Cocaine and Public Policy*. Reviewed By: SGM Felix L. Santiago, Spring 94: 24

Jackson, CSM(Ret.) Walter J., *Soldier's Study Guide*. Reviewed By: SFC William S. Horner, Spring 94: 24

Toffler, Alvin and Heidi, *War and Anti-War*. Reviewed By: Jim Collins, Summer 94: 24

Spector, Ronald H., *After TET: The Bloodiest Year in Vietnam*. Reviewed By: MSG James H. Clifford, Summer 94: 24

Corum, Rhonda and Copeland, Peter, *She Went to War*. Reviewed By: MSG Zulma Santiago, Summer 94: 24

Fisher, Ernest E. Jr., *Guardians of the Republic*. Reviewed By: SMA (Ret.) William Bainbridge, Fall 94: 24

## TRAINING

Murphy, SGM Dan, "NCOES and Soldier Retention in a Smaller Army." Spring 1991: 2

Hatcher, MSG Ron, "When Soldiers Meet the Press." Spring 1991: 17. (What soldiers should do when talking to the media)

High, MSG Gil, "Wanted: Writers, No Experience Necessary." Spring 1991: 22-23. (Writing tips for prospective contributors to *The NCO Journal*)

Soriano, COL Edward and Vuono, CPT Timothy A., "Battle Focused Training is the Key to Readiness." Summer 1991: 5-6.

McKinney, CSM James C. with Daniels, CSM Lyle C. and Lawson, MSG Michael, "CMTC: Training for Combat." Summer 1991: 7-8.

Cobb, CSM Autrail, "JRTC and Combat Success." Summer 1991: 9-11.

Alley, CSM Jerry T. Jr., "The NTC Challenge." Summer 1991: 12-14.

Ranck, SGM David B., "NCOES and Leader Development." Fall 1991: 7.

Hefner, MSG Nick, "Professional, Lead Thyself." Fall 1991: 8 (SDT)

McMichael, SSG William H., "This Teacher's in Charge." Fall 1991: 9.

Ogerly, SGM Terry, "NCOES: Evaluating the Good, Bad, & Ugly." Spring 1992: 6-7.

Rucynski, CSM Jack, "ARRTC, One Stop Shop for Reserves." Spring 1992: 8. (Army Reserve Readiness Training Center)

Sears, SSG Wes and Dougherty, CPT Kevin, "Guardian Angel" Spring 1992: 18-19. (Platoon sergeants in the scout TOC)

Lynch, SGT Margaret E., "A Duty To Prepare." Summer 1992: 3.

Center For Army Leadership, "CAL to Review NCO Leader Issues." Summer 1992: 8.

Hubbard, SGM Dan, "NCOES, Environment, Non-Combat Future." Summer 1992: 8.

Editor, SGM Hoster, "Enlisted Leadership: NCOs Evaluate Training Status-Issues." Fall 1992: 9-11. (Results from "July Jubilee")

Davie, MSG John D., "Reserve Components Have Their Say." Fall 1992: 13-14.

Editor, SGM Hoster, "Task Force Seeks Modernization with FAST." Fall 1992: 15. (Future Army Schools Twenty One)

Reynolds, SGM Steve R., "NCOES Pushes Force Protection." Fall 1992: 18. (Teaching Risk Management at NCOES)

Flynn, MAJ Fred V., "Preparing For Combat" Winter 1992: 12-13.

Pitman, SGM Miles, "Are We Training Soldiers to Kill Each Other?" Spring 1993: 10-11.

Woodford, SSG Edward L., "Deadly Dads," Spring 1993: 16.

Galloucis, MAJ Mike, "Training Officers," Spring 1993: 18-19.

Rush, SGM Robert S., "Training to MAX PT," Summer 1993: 6-7.

Brockman, MSG Pamela, "Why Senior NCOs Go For MFT," Summer 1993: 19.

Sullivan, GEN Gordon, "Maintain Standards with SDT," Fall 1993: 5.

Quessnell, SGM Paul A. and Meadows, Jim, "SDT Update: On Track in 93," Fall 1993: 6-7.

Gundy, SFC(Ret.) Reginald, "Battle Focused Training," Fall 1993: 11.

Buffett, SSG Patrick and Murphy, R.D., "Adapting Training to Mission," Fall 1993: 12-13.

Roberts, SGM David S., "The Next Generation of Training," Fall 1993: 16-17. (BBS)

Hall, MSG Terry L., "The Computer Monster...TIGER or pussycat?" Fall 1993: 18.

Bogges, SFC Toby K., "Accept Changes, Adjust Training," Fall 1993: 19.

Lapham, SCPO William, "Plan, Guide, Assess-Up Front," Fall 1993: 22-23.

Baker, SFC William J., "Manage Time, Resources," Fall 1993: 23.

Asher, SGM Jerry, "Words on tape," Fall 1993: 24. (Cassette Books)

Allen, MSG Lance, "Words in print," Fall 1993: 25.

Skellion, CSM James E., "A Common Language," Winter 1992, Vol 3 No 1: 18-19. (parallel training for officers and NCOs)

Pitman, SGM Miles C., "Why Can't MSG (P) Johnny Read?" w/sidebar on low TABE scores, Winter 93-94: 4-5.

Caldwell, Jim, "Distributed Training," w/sidebar on T-NET, Winter 93-94: 17.

Brumfield, MSG Donald L., "Walks a Mile in RC Boots," Spring 94: 4-5.

Rosier, SFC Ronald W., "ABC's of SDT," Spring 94: 10-11.

Demerich, MSG Martin, "Bulletin Board System Spells Quick Relief," Spring 94: 20.

Abrams, SSG David, "Clear, Concise Communications," Summer 94: 14-15.

Voitsberger, SGT Michael, "Two Perspectives on Sergeants' Time," Summer 94: 16-17.

Mapes, SFC John, "Two Perspectives on Sergeants' Time," Summer 94: 17.

Edwards, Alice F., "TRADOC CSM Woodall Gives Parting Thoughts on Training," Summer 94: 18-20.

Butler, SGM Sylvester, "Old Habits Linger," Fall 94: 8. (PT)

Lovell, SPC Martha, "Combat Lifesavers Just Your Everyday Soldiers," Fall 94: 9.

Hayhurst, SGM Charles C., "Battle Staff Course Eats NCOs for Lunch, Dinner and Breakfast," Fall 94: 12-13.

Rush, SGM Robert S., "Marksmanship Training" (Untitled) Fall 94: 14-15.

Reynolds, SGM Paul W., "Opportunity Training," Fall 94: 18-19.

## LEADING

D'Amato, SFC John K., "Team Building." Spring 1991: 4-6.



McMichael, SSG William H., "Preparing for the Storm." Spring 1991: 11-12. (Leader issues during Desert Shield). (Leader responsibilities in PAO issues)

Mock, CSM George D. and D'Amato, SFC John K., "Building the Force: Skill, will and teamwork." Summer 1991: 18-19.

Pugh, MAJ Fred B. and Thompson, SGM Robert G., "Authentic NCOs: Honest with themselves and their soldiers." Fall 1991: 10-11.

McLennon, MSG John, "How Do You Set Their Souls on Fire?" Fall 1991: 12-13.

Benson, SFC Guy, "Non-Combat Leadership: 'Chair-borne' Challenges." Fall 1991: 17.

White, SGT Sam, "Sergeants Are Not Crusaders." Fall 1991: 19.

Randolph, CSM James D., "Sergeants' Business...as Usual." Spring 1992: 3.

Steele, LTC Gary R., "How to Think About How to Fight." Summer 1992: 4-5. (FM 100-5)

D'Amato, MSG John K., "What Do We Do Now That We've Won?" Summer 1992: 12-13. (Leadership challenges in the post Cold War Army)

Hoster, MSG Brenda L., "Sexual Harassment: It's No Joke." Fall 1992: 4-5.

Editor, MSG Hoster "CSA Lauds NCOES, NCO Leadership." Fall 1992: 8.

D'Amato, MSG John K., "The SMA Leadership Conference." Fall 1992: 12-13.

Lopez, SGM Bill, "The Bottom Line: NCO Peacetime Role Preserves Combat Readiness." Winter 1992: 4-5.

High, MSG Gil, "Code of Conduct: Guide for Survival With Honor." Winter 1992: 6-7.

Thurman, GEN (Ret.) Maxwell R., "How We Won & Win." Winter 1992: 8. (Excerpts from a speech by GEN Thurman)

Bone, CSM Henry, "Fit to Lead, Fit to Fight." Summer 1993: 3.

Hoster, SGM Brenda L., "Faith, Courage, Determination, Meant Escape and Survival." Summer 1993: 9. (Experiences of a POW)

Evans, SFC Dave, "The Quest." Summer 1993: 16-17. (Analogy concerning the maintaining of a quality force)

Clifford, MSG James H., "Change...Yes, But Don't Forget the Fundamentals." Fall 1993: 22.

Semon, CSM Ron R. and Kingseed, LTC Cole, "Instilling Pride." Winter 1992 Vol 3 No 1: 4-5.

Haines, GEN (Ret.) Ralph E., "Building Teams That Work...and Then." Winter 1992 Vol 3 No 1: 6.

Watters, 1SG Grover L., "Five Steps to Success." Winter 1992, Vol 3 No 1: 7. (Company Team Building)

Rosier, SFC Ron, "Building the NCO/Officer Team: When Does the Process Begin?" Winter 1992, Vol 3 No 1: 8-9.

Editor, SGM Hoster, "Walking and Talking the Talk." Winter 1992, Vol 3 No 1: 12-14.

Kroesen, GEN (Ret.) Frederick E., "The NCO Corps: More Than the Backbone." Winter 1992, Vol 3 No 1: 15-16.

Anderson, LTC R.B., "If we value the NCO Corps we will..." Winter 1992, Vol 3 No 1: 16.

Sullivan, GEN Gordon R., "NCO Leadership Challenges." Winter 93-94: 6-8.

Bensch, CSM Kurt G., "Leadership/Followership, Followership/Leadership." Winter 93-94: 9.

Gillis, CSM (Ret.) John, "First Formation Formula." Winter 93-94: 16.

Van Horn, COL Fredrick, "Lasting First Impressions." Winter 93-94: 18.

Owens, SGM Bobby, Pitman, SGM Miles, Moore, SGM Ben, Nethken, SGM Arlie and Miller, SGM Bill, "The Warrior Spirit." Spring 94: 8-9.

Harback, COL Herb, "Leadership Without Speed Bumps." Summer 94: 6-7.

Sweitzer, SSG Judd R., "The Standard is the Standard is the Standard." Summer 94: 8.

Camacho, MSG Gilbert, "BO-It's a Leadership Thing Leveling the Playing Field." Fall 94: 4-5.

Whyte, SFC Michael D., "Developing junior officers is our business. We can determine their future career." Fall 94: 11.

Dewey, SFC John E., "What Direction do you take to lead your charges well?" Fall 94: 21

## CARING

Schwab, Herb, "ACAP: More Than Transition Assistance." Spring 1991: 2.

Howard, SFC Michael, "Retiring CSM Looks Back at 30 Years of Leadership." Fall 1991: 14.

Schaefer, SGT Randy, "Examples of Leadership." Fall 1991: 15.

Bradford, SSG Judith, "His Name Was Bourdo." Fall 1991: 18-19.

Phifer, 1SG Robert L., "Feeding Him to the Wolves." Spring 1992: 12-13. (Inprocess new personnel properly)

Seitzinger, MSG Christine E., "Mentoring: Teacher, Coach & Counselor." Spring 1992: 17.

Sigmon, SSG John A., "Counseling" Fall 1992: 20-21.

Ender, Morten G. and Porter, Carla D., "When Tragedy Calls." Spring 1993: 17. (Casualty assistance)

Gillis, CSM John W., "The Silent Warriors Speak." Spring 1993: 20. (Honoring and remembering fallen comrades)

Apao, SFC Mark and Gamblin, SFC Stephen, "Enable? or Intervene?" Summer 1993: 4-5. (treating alcohol problems)

Woodyard, CSM John D., "As iron sharpens iron, so one man sharpens another." Summer 1993: 18. (Mentoring your soldiers)

Woodyard, CSM John D., "My LT and Me." Winter 1992, Vol 3 No 1: 10-11. (Training new LTs)

Hambrick, CW2 Philip, "Back to Basics." Winter 1992, Vol 3 No 1: 17. (NCO/Officer relationships)

LaValley, SFC Tyrone, "Volunteerism." Spring 94: 11.

Kaufmann, LTC Greg, "Taking Care of Soldiers." Summer 94: 3.

Holtz, Dr. Nancy Ann, "Hasty assumptions mean hasty conclusions." Fall 94: 6-7. (Dangers of stereotyping)

Bracey, LTC Earnest N., "My platoon sergeant always made me look good in front of the platoon." Fall 94: 10-11.

Estes, SFC Eleis, "Reserve Component Soldiers Also Deserve Mentoring." Fall 94: 19.

Bergman, SFC Mark, "Sometimes It's Just Listening And Hearing What's Said." Fall 94: 20.

## HISTORY

Rhodes, Patricia, "Back to the Future." Spring 1991: 18-19. (Why the study of military history is important to NCOs)

Bouilly, Dr. Robert H., "The American Revolution and the NCO Tradition." Spring 1991: 20-21.

Bouilly, Dr. Robert H., "Backbone of the Army." Summer 1991: 23. (Coining of the phrase "Backbone of the Army" by Rudyard Kipling)

Bouilly, Dr. Robert H., "Origins of NCO Leadership." Fall 1991: 20-21.

D'Amato, MSG John K., "Road to professional education long, rocky." Spring 1992: 20-21. (History of NCOES)

Editor, SGM Lopez, "Nineteenth-Century Army Emerged as World Power." Summer 1992: 20-21.

Collins, Jim, "SGT Bill Mauldin, The Enlisted Man's Cartoonist." Winter 1992: 18-19.

Bouilly, Dr. Robert H., "Civil War Added NCO Roles." Winter 1992: 20-21.

Hampton, CSM Wade P., "Why Study Military History?" Winter 1992: 21.

Caudle, SGM Kenneth: Crawford, MSG Steven: Conyers, MSG John: Hibshman, MSG Paul and Lapham, SCPO William, "The Bloody Hell Of Huertgen Forest." Summer 1993: 10-13.

Muglia, Alfred, "The Lost Chess Game." Fall 1993: 14-15. (Battle of Huertgen Forest)

Paules, SGT Christopher, "Come Fly away With Me." Fall 1993: 20-21. (Army Aerobscouts)

Acock, CSM John S., "First Sergeant/Standard Bearer." Winter 93-94: 19. (History of 1SG rank)

McDonald, CSM (Ret.) James M., "The Staff Ride Mission in Huertgen Forest." Winter 93-94: 20.

Armes, Larry, "The Army's SMAs: From the Beginning..." Summer 94: 9-12.

Cavazos, MSG Jaime, "The Army's SMAs ...to the Present." Summer 94: 13.

Raymond, SFC (Ret.) Richard III, "Remember Your Regiment." Fall 94: 16-17.

## MAINTAINING

D'Amato, SFC John K., "School of Sand: Desert Lessons." Spring 1991: 9-10. (Surviving the desert environment)

Dubnicka, SPC Jeanine, "Patriot's Pride." Spring 1991: 13. (Patriot missiles in Desert Storm)

Collins, Jim, "Moving Beyond Victory." Summer 1991: 15-17. (lessons learned by 24th ID during Desert Storm)

Bates, MSG Michael D., "Tricks of the Trade." Summer 1991: 20-21. (Unique solutions to problems that the "books" cannot solve)

Editor, SGM Lopez, "CSMs: Future Must Stress Training, Soldier Quality." Summer 1992: 9-11.

Torres-Berrios, SGM Edgar, "Futuristic Combat Gear Built Around the Soldier." Summer 1992: 16-17

Skellion, CSM James E., no title, (Future housing for single soldiers) Fall 1992: 16-17.

Collins, Jim, "Coping With Stress." Winter 1992: 14-15.

Editor, SGM Hoster "NCOs and Force Protection: Commentaries by BG Kerr and SMA Kidd." Spring 1993: 4-5.

Mead, SFC Lydia R., "The Safety Sixth Sense." Spring 1993: 6.

Duncan, SFC Todd E., "Supervisors and Safety." Spring 1993: 7.

Price, SFC Robert E. and Santana, SFC Alcides, "MSDS," Spring 1993: 8. (Material Safety Data Sheet)

Collins, Jim, "Force Protection-it's in the cards." Spring 1993: 8-9.

Reynolds, SGM Samuel, "FORCE Protection." Spring 1993: 12-13.

Reynolds, SGM Samuel, "Accident Prevention FORMula." Spring 1993: 14.

Middleton, SFC Vance, "Weapons Safety? (NOT)." Spring 1993: 15.

Tomasi, Louis F., "TRADOC Adopts Total Fitness 2000." Summer 1993: 8.

Holden, MSG David E., "Military Spirit means SOUL LEADERSHIP." Summer 1993: 14-15. (Spiritual Fitness)

Griley, MSG Garry J., To Close a Unit: Organize, Organize, Organize." Winter 93-94: 15. (Closing drawdown units)

Van Aalten, Carole B., PH.D., "Violence in the Workplace." Spring 94: 16-17.

Raschke, SGM Stephen P., "When the IG Calls." Summer 94: 4-5.

## PROFESSIONAL DEVELOPMENT

Stoddard, SGM Jeffrey L., "Promotion-NCOES Link." Spring 1992: 4.

Zitel, Vic, "Career Maps: Providing Clear Directions for Professional Growth." (with sample Career Map) Spring 1992: 9-11.

Williams, SGM Lena, "PROMOTE: Seven Letters are an Easy Guide to Centralized Boards" Spring 1992: 14-15.

Smith, SSG Denver G., "THE BOARD: How to Survive the 'Hot Seat.'" Summer 1992: 18-19.

Plate, MSG Steve, "Securing Assignments." Fall 1992: 6-7.

Youngren, MSG Walter, "No Time For Education?" Fall 1992: 19.

Editor, SGM Hoster, "Two Key Decisions Affect NCO Leader Development." Spring 1993: 3. (FSC and 9-month SMC)

Segaloff, SFC C. Michael, "NCOs get by with HELP from a little friend." Fall 1993: 4-5. (Automated leader's books)

Weiske, SGM John R., "EDUCATION and a matter of degrees." Winter 93-94: 3.

Pendry, CSM J.D., "Here's What to Do to be Competitive." Winter 93-94: 10-11.

Wagner, SGM Robert A., "Focus on Centralized Promotion Boards." Winter 93-94: 12-14.

Stoddard, SGM Jeff, "From PV2 to SSG: Pathway to Promotion." Spring 94: 6-7.

Adams, SFC Darrin M., "Eight Ways to Better Prepare Soldiers for NCOES Course Attendance." Spring 94: 15.

Donaldson, SGM Kenneth E. and Jackson, MSG Brenda S., "SMC Expands Scope, Term." Spring 94: 18-19.

## CURRENT EVENTS

Garcia, SSG Elroy N., "Assessing Hussein's Army." Spring 1991: 8.

Schexnayder, SGM Ronald A., "Force Structure." Summer 1992: 6-7. (Army of 1995)

Mussen, SGT Shawn A., "The Threat: Focus on Mid/Low Intensity Conflict." Summer 1992: 14-15.

Henderson, LTC Sam, McKinney, MAJ Rose, "Low Intensity Conflict: Army Adapts to Global Threats." Winter 1992: 9-11.

Harris, Evelyn D., "Lifting the Ban on Women in Combat." Winter 1992: 16-17.

Patzer, SFC Donna, "Opinion: Expand Women's Role." Winter 1992: 17.

Editor, SGM Hoster, "Frankly Speaking." Fall 1993: 8-10. (Interview with GEN Frederick Franks)

Collins, Jim, "Medal of Honor Awarded to Two NCO Heroes." Fall 94: 3.

## MISCELLANEOUS

Editor, SGM Lopez, "It's Easy to be Humble When..." Spring 1992: 5.

Reynolds, MAJ Barry, "Rebuttal to 'Huertgen Forest' Story." Fall 1993: 15.

Scott, SGM Dennis, "Journal Sensationalism Misleads Soldiers About Assignments..." Winter 1992, Vol 3 No 1: 18-19.

McIntosh, SGM David W., "Journal Sensationalism Misleads Soldiers ... About Harassment." Winter 1992, Vol 3 No 1: 20-21.

Munoz, SFC Thomas, "ACRONYMS." (Untitled) Fall 94: 13.

Carhart, Tom, "Iron Soldiers." (Excerpts from his book, *Iron Soldiers*.) Spring 94: 12-14.